



THE COUNTY OF LOS ANGELES DEPARTMENT OF PARKS AND RECREATION STRATEGIC PLAN

SUMMARY
MARCH 2023



Message from the

DIRECTOR

Dear Los Angeles County,

I am pleased to share with you the County of Los Angeles Department of Parks and Recreation Five-Year (2023-2028) Strategic Plan (Plan). This Plan outlines our commitment to equity, the communities we serve, our staff and our responsibility as stewards of LA County parks, open spaces, natural areas, wildlife sanctuaries, trails, lakes and its biodiversity.

Over the past two years, LA County Parks has worked alongside partners, community members, stakeholders, County Departments and park and recreation organizations across the nation to develop a meaningful and bold plan for LA County Park's future. The Plan goals aim to deepen connection with our communities; increase equity and access to innovative park space; provide stewardship of public lands, resources, and urban forestry; support our staff; and advance organizational excellence. This Plan is our north star, guiding our path and work as a world-class park and recreation organization committed to park sustainability, equity, and access for all.

The strategies and actions of this Plan outline critical steps and reflect our priorities to further the health and wellness of our communities, particularly historically underserved communities, First Peoples and communities of color. This Plan affirms and centers our work on equity and provides a roadmap to address the significant park and recreation needs in Los Angeles County.

The Plan Goals, Strategies, and Actions were developed with extensive engagement and an anti-racism, diversity, and inclusion focused framework. This Plan affirms the commitment to prioritizing funding and staffing for programming and park access initiatives that redress social, racial, gender-based, and environmental injustice in our communities of need. As one of the most dynamic park organizations in the nation, it is our responsibility to chart the future. I hope you will join me on this journey to create a greener, sustainable, thriving Los Angeles County park system that is centered in equity, well-being and access for all.

Finally, I want to thank our staff, stakeholders, advocates and park goers for your contribution to this Plan and your love for LA County Parks. On behalf of the County of Los Angeles Department of Parks and Recreation, I welcome you to explore our Five-Year Strategic Plan and look forward to seeing you at a LA County Park!

Be well,

Norma Edith García-Gonzalez, Director
County of Los Angeles Department of Parks & Recreation
Los Angeles County Regional Park and Open Space District

WHO WE ARE

The Los Angeles County Department of Parks and Recreation (DPR, Parks, the Department) administers a vast network of local and regional parks, natural areas, nature centers, wildlife sanctuaries, lakes, trails, arboreta, and botanic gardens. In addition to these open spaces, we also operate and maintain a significant number of recreation facilities, including 20 golf courses, which constitute the largest municipal golf system in the nation, thirty-six swimming pools, and two performance venues – the Hollywood Bowl and the John Anson Ford Amphitheatre. We oversee and activate 73,214 acres of parkland and recreation space through extensive programming serving youth, young adults, adults, seniors, and families.

Our Mission, Vision & Values guide both the department's day-to-day workings and long-term evolution and serve as a foundation for our role in the County as the premier recreation provider and public lands steward. They are our north star which sets forth a long-term direction and infuses the organization with a sense of purpose and action.

Our Mission

Serve as stewards of parklands.
Build healthy and resilient communities.
Advance social equity and cohesion.

Vision

To be a community-centered parks and recreation organization.

Values

- + **Compassion.** We cultivate emotional and cultural awareness that ensures empathy toward our diverse population.
- + **Health and Wellness.** We are dedicated to enhancing the health and wellness of the communities and people we serve.
- + **Inclusion.** We will intentionally seek diversity in the experience of our staff and ensure our offerings reflect the diversity of the communities we serve.
- + **Innovation.** We dream big and combine creativity and productivity to design forward looking solutions.
- + **Integrity and Dedication.** We exhibit loyalty, commitment, honor, and truthfulness in actions and deeds.
- + **Stewardship and Sustainability.** We strive to balance social, economic, and environmental needs through proactive stewardship and conservation practices.



73,214
Acres of Parkland



182
DPR Parks



5
DPR HQ Offices

PARKS

 8 Regional Parks	 15 Wildlife Sanctuaries
 19 Community Regional Parks	 10 Nature Centers
 20 Community Parks	 20 Golf Courses
 38 Neighborhood Parks	 5 Senior Centers
 20 Pocket Parks/Park Nodes	 4 Gardens and Arboreta
 9 Natural Areas	 2 Performance Venues

TRAILS AND EQUESTRIAN PROGRAM



235 Miles of Trails



4 Equestrians Centers



15 Staging Areas



5 Equestrians Parks

PARK AMENITIES



14 Lakes
(3 Boating And Recreation/Swimming Lakes)



23 Splash Pads



475 Sports Amenities



13 Skate Parks



30 Swimming Pools

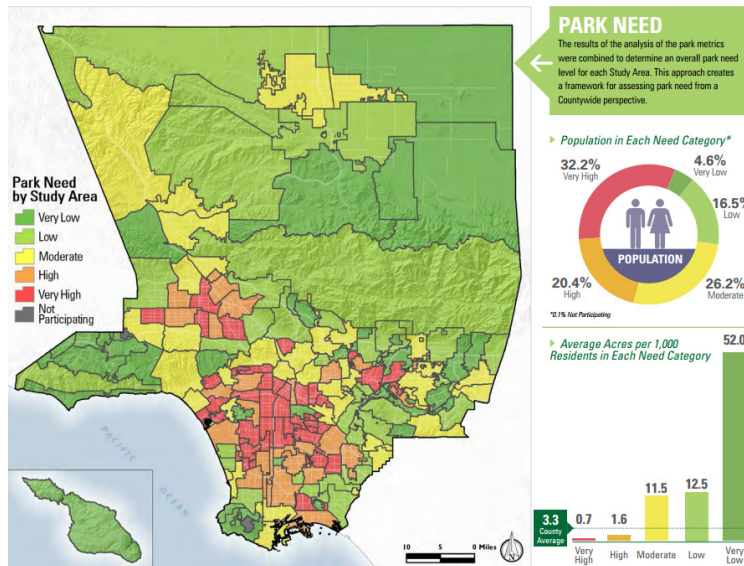


60 Community Centers



1 Boxing Arena

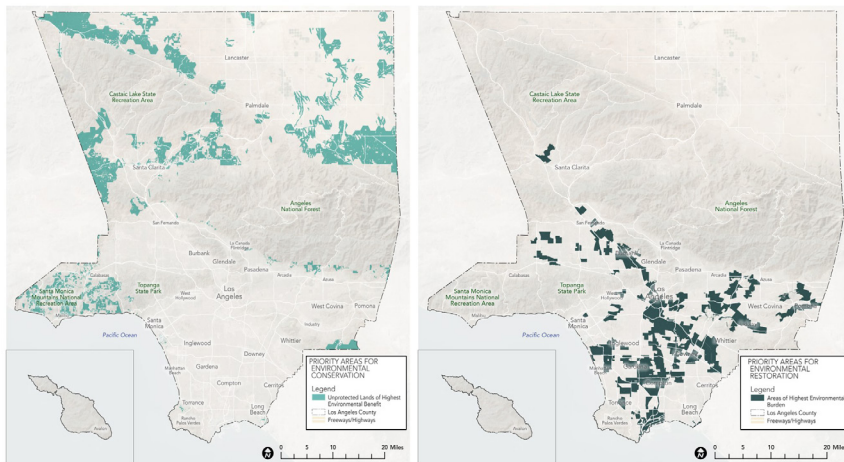
OUR NORTH STAR



High and Very High Need. The findings of the 2016 study showed that over half of the County's population lives in an area designated as "High Need" or Very High Need," determined by factors of available park acreage, walkable access, and park size relative to population density.

We are dedicated to improving park access countywide through an equitable allocation of resources..The 2016 Parks Needs Assessment (PNA) and 2022 Parks Needs Assessment+ (PNA+) created a needs-based framework for our future park investments and land conservation. The PNA's needs-based framework ensures that funding is prioritized for the communities most in need of the public health, community cohesion, and climate resiliency benefits parks offer

The PNA+ identifies priority areas for environmental conservation and restoration which form the basis for a 30x30 strategy for Los Angeles County. This strategy reimagines conservation through an equity lens to include both traditional efforts that involve the protection of natural lands and the restoration of degraded lands, especially in lower-income communities of color where vulnerable populations and environmental burdens are concentrated. Priority areas for environmental conservation are those that offer the most environmental benefits as measured by species diversity, significant habitat, habitat connectivity, proximity to a waterbody, and habitat type. Examples of these areas include portions of the Antelope Valley, Puente-Chino Hills Wildlife Corridor, San Gabriel Mountains, Santa Monica Mountains, and Santa Clarita Valley which are not currently owned and managed by public agencies and conservancies. Priority areas for environmental restoration are those that have the most environmental burdens with respect to groundwater threat, hazardous waste, poor air and water quality, and pollution burden. Examples include oil fields (such as the Inglewood Oil Field in Baldwin Hills), brownfields, landfills (such as the Puente Hills Landfill), and other degraded lands which may be converted to parks and open space in the future.



OUR COMMITMENT TO EQUITY, DIVERSITY, COHESION, & INCLUSION



DPR Diversity Equity and Inclusion (DEI) Statement

“At the Department of Parks and Recreation, diversity, equity, and inclusion drive our work to correct social, racial, gender-based, and environmental injustice. As a direct service provider to millions of people, including women and men, girls and boys, and non-binary persons of all backgrounds, our commitment to these values is unwavering. We are passionate about building and sustaining a workforce with lived experience that represents the diversity of the communities we serve. Our work is grounded in data and community engagement; fueled by urgent action and targeted investment; and evaluated by our results, impact, and the communities we serve. We work towards a future when every person in the County, especially communities most deprived of recreational opportunities, can enjoy the benefits of safe, clean, vibrant parks and trails.”

Our Vision

A future when every person in the County, especially communities most deprived of recreational opportunities, can enjoy the benefits of safe, clean, vibrant parks and trails

Diversity, Equity and Inclusion in this Plan

The Los Angeles County Department of Parks and Recreation’s Five-Year Strategic Plan 2023-2028 articulates DPR’s role in fostering equity, diversity, cohesion, and inclusion through its stewardship of parks and healthy communities. Our commitment to an equitable and anti-racist framework served as the foundation for all decision-making during the development of the Plan’s goals, strategies, and actions.

STRATEGIC PLAN GOALS

The LA County Strategic Plan consists of 6 goals and 139 strategies to guide the department into the future. The plan codifies our long-term pledge to implement policies and programming that address increased park access, improved public health, programming for diverse and vulnerable populations, climate resiliency, and equitable workforce and economic development.

Goal #1:

PROMOTE PLAY AND WELL-BEING OF YOUTH, FAMILIES, AND SENIORS

Strategies ensure the delivery of high-quality recreation opportunities for communities most in need. These strategies support equitable public health outcomes, offer programming that close access gaps based on race, gender, sexuality, age, or economic situation, and are hosted at safe and welcoming park facilities. The plan's strategies and actions reinforce the department's continued commitment to cultivate emotional and cultural awareness that ensures empathy toward our diverse population.

STRATEGIES

- 1.1 Expand play and recreation programs in high and very high-need communities**
 - 1.2 Develop programming for seniors, persons with disabilities, women & girls, LGBTQIA+, and systems-involved youth**
 - 1.3 Increase park safety through safe passages, infrastructure investments, programming, and other interventions community**
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STRATEGIC PLAN GOALS



Goal #2:

STRENGTHEN PROGRAMS, EXPERIENCES, AND ENGAGEMENT IN COMMUNITY

Strategies ensure deeply collaborative engagement with community-based organizations and community members in the development processes of park facilities, programming, and creative partnerships. Improving existing partnership structures and creating new collaborations with community-based organizations can cultivate long-term relationships in vulnerable communities.

STRATEGIES

- 2.1 Prioritize community engagement for programs, services, and park development**
 - 2.2 Enhance data collection to inform park experience and program evaluation**
 - 2.3 Expand Partnerships for programming and community experiences**
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STRATEGIC PLAN GOALS



Goal #3:

INCREASE PARK EQUITY & ACCESS TO INNOVATIVE PARK SPACE

Strategies ensure the delivery of high-quality recreation opportunities for communities most in need. These strategies support equitable public health outcomes, offer programming that close access gaps based on race, gender, sexuality, age, or economic situation, and are hosted at safe and welcoming park facilities. The Plan codifies the Department's long-term pledge to implement policies and programming that increase park access, improve public health, serve diverse and vulnerable populations, and strengthen climate resiliency.

STRATEGIES

- 3.1 Increase parkland and access prioritizing high-park-need communities**
 - 3.2 Develop opportunities for parks to serve as mobility hubs**
 - 3.3 Enhance opportunities for creative park use & revenue generation**
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STRATEGIC PLAN GOALS



Goal #4:

INVEST IN STAFF AND VOLUNTEERS

Strategies describe how our Department will be a leader in local employment, invest in staff skills and well-being, and develop a strong volunteer program. DPR staff and volunteers are the heart and soul of the Department. Top priorities for staff included improving capacity, investing in training and succession planning, and building a jobs pipeline for the next generation of DPR employees.

STRATEGIES

- 4.1 **Serve as a leader for local employment and job pathways**
 - 4.2 **Develop a training academy for department core areas**
 - 4.3 **Develop a Department wide succession plan by 2023**
 - 4.4 **Establish and centralize a departmental volunteer corps**
 - 4.5 **Invest in employee well-being and mental health**
-

STRATEGIC PLAN GOALS



Goal #5:

PROVIDE STEWARDSHIP OF PUBLIC LANDS, NATURAL RESOURCES, & URBAN FORESTRY

Our Department will manage natural resources on a regional scale, invest in tree canopy, trails, and historic resources, and maintain high-quality, climate resilient parks, economic situation, and are hosted at safe and welcoming park facilities. The plan refines the department's commitment to balance social, economic, and environmental needs through proactive stewardship and conservation practices.

STRATEGIES

5.1 Provide stewardship and serve as a regional coordinator

5.2 Serve as the County's multi-use trail coordinator

5.3 Increase & maintain tree canopy and urban forest

5.4 Manage natural resources to support climate resiliency & biodiversity

5.5 Preserve and celebrate historic & cultural resources

5.6 Maintain quality, clean & safe parks

STRATEGIC PLAN GOALS



Goal #6:

ADVANCE ORGANIZATIONAL EXCELLENCE

Department's internal actions will advance excellence in operations, communications, budgeting, technology, and data integration to better serve LA County residents, economic situation, and are hosted at safe and welcoming park facilities. The plan showcases the Department's commitment to investing in organizational capacity. We dream big and combine creativity and productivity to design forward looking solutions.

STRATEGIES

- 6.1 Strengthen internal communications**
 - 6.2 Strengthen external communications and broaden engagement**
 - 6.3 Enhance budget transparency**
 - 6.4 Invest in data and research**
 - 6.5 Expand use of technology to improve park user experience**
 - 6.6 Ensure policies and procedures align with the Business & Operations Plan**
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